

DEPARTMENT OF SOCIAL SERVICES

744 P Street, Sacramento, CA 95814
(916) 445-6271



August 31, 1981

ALL-COUNTY LETTER NO. 81-94

TO: ALL COUNTY WELFARE DIRECTORS
COUNTY STAFF DEVELOPMENT OFFICERS

SUBJECT: LOCAL AGENCY SPECIAL TRAINING (LAST) PROGRAM FY 1981-82

REFERENCE:

This is to advise you that we have \$25,000 available for county welfare departments to use during Fiscal Year 1981-82 for Local Agency Special Training (LAST) proposals. This is the same amount Legislature allocated to this program last year plus a minor cost-of-living adjustment. The 1980-81 funds were used for three training projects.

1. Riverside County conducted a three-day training evaluation workshop, providing training to approximately 60 county welfare department staff representing 10 Southern California welfare departments.
2. Contra Costa County conducted a Training Evaluation Cycle workshop for approximately 60 county welfare department staff, representing 10 Bay Area counties.
3. Merced County conducted an Hispanic/La Raza Cultural Awareness program. This provided a four-day training-for-trainers workshop for 18 county staff from other counties as well as providing cultural awareness training to approximately 90 staff within the county.

In order to obtain the most benefit from the limited funds available, LAST proposals will be reviewed on the basis of those projects which provide the greatest benefit and value to multi-county staff. Therefore, priority will be given to those proposals developed jointly by several counties.

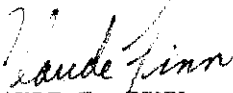
October 15, 1981 has been established as the deadline for submitting final LAST proposals for Fiscal Year 1981-82 funding. All proposals will be reviewed collectively by the LAST County Advisory Committee, and by state program managers and the Training Bureau.

GEN 654 (9/79)

The LAST program procedures have been slightly revised and the new guidelines are attached to this letter. The LAST funds are available for training projects which meet requirements of Title XX and Title IV-A or a combination of both.

We urge you to submit your LAST proposal as early as possible. Please call Norma Clemons, Training Bureau (916) 445-6271 if you have any questions or need assistance.

Sincerely,


CLAUDE E. FINN
Deputy Director
Administration

Attachments

cc: CWDA

LOCAL AGENCY SPECIAL TRAINING (LAST)

COUNTY ADVISORY COMMITTEE
FY 1981-82

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LOCAL AGENCY SPECIAL TRAINING FUND (LAST) GUIDELINES

The following guidelines are to be used by county welfare departments in the development and preparation of Local Agency Special Training (LAST) training projects.

PURPOSE

The LAST fund is a limited sum of money set aside for use by county welfare departments to: 1) develop new, creative innovative training prototypes which meet identified county training needs; and 2) develop training programs which are easily transferable to other county welfare departments. It provides a source of funds for counties to meet needs outside of their routine budget and to experiment with new training ideas or techniques.

Counties may use LAST funds to sponsor a project completely carried out by in-house staff; or to sponsor a project carried out by external consultants/experts; or to sponsor a project carried out jointly by two or more counties, or a combination of the above.

OBJECTIVES

To qualify for consideration, LAST training proposals must meet program requirements of either Title XX or Title IV-A, or a combination of both programs.

Training objectives must relate to identified training needs of county staff. Priority will be given to proposals which address themselves to a systematic training approach designed to instill or to upgrade staff skills and/or knowledge in designated areas. Priority will also be given to multi-county projects.

RESPONSIBILITY

The Department of Social Services, Training Bureau carries the ultimate responsibility for approving and monitoring LAST training projects. A five-member county advisory committee is responsible for reviewing and making recommendations on LAST proposals. Its members are available to counties for consultation on LAST proposals.

PROGRAM TRAINING PRIORITIES

Attached is a program training priority listing developed from suggestions received from Department of Social Services program managers. It provides suggested program areas for which DSS program managers feel LAST-funded training proposals could be developed. Its purpose is to provide you with an idea list; LAST projects need not be limited to this listing.

FISCAL CONSIDERATIONS

LAST funds are available for the fiscal year in which they are budgeted and must be expended prior to June 30 of that fiscal year. Therefore, cost items and activities relating to completion of an approved LAST proposal must occur prior to the end of the fiscal year. For example, proposals submitted for Fiscal Year 1981-82 should be for a training project which can be completed within the period July 1, 1981 to June 30, 1982.

Another major consideration is state payment on LAST contracts. All payments are made to the county on a retroactive basis. Counties should have sufficient resources to put up "front money" to carry initial expenditures for a minimum of 30 to 60 days.

Any costs incurred prior to final contract execution become the sole financial obligation of the county submitting the proposal, as activities can be funded only after the contract has received final approval.

Items not acceptable under the LAST program:

1. Routine training expenses.
2. Salaries of county staff.
3. Major training equipment.

CRITERIA

County welfare departments who wish to utilize LAST funds for training projects may submit either a concept paper or a final proposal. Attachment A provides guidelines for a final proposal; Attachment B provides guidelines for the concept paper. All projects will be judged on how well they meet the following criteria:

- A. The project must be approved in writing by the local county welfare director. Such approval shall be a commitment of county staff time to complete the project.
- B. The project must clearly identify 1) training needs; 2) objectives; 3) methodology; and 4) staffing.
- C. Projects should not request LAST funding for training that can be acquired through Title XX University Program, and/or other educational institutions.
- D. If project includes services of a private consulting agency or individual, copyrights to training design materials must be ensured.
- E. The project must meet at least one (preferably more) of the following results:
 1. Produce either a training design or training materials that can be used beyond the life of the project, by either the county welfare department or the DSS Training Bureau, preferably both.
 2. Produce either a training design or training materials which can be used by other county welfare departments.
 3. Provide skills and/or knowledge to trainees who will, in turn, transfer those skills and/or knowledge to other staff in a systematic, planned way.
 4. Provide training skills development for county and state training staff.
 5. The project will enable a county to experiment with ideas or techniques that are not currently being used in county welfare departments.

PROCEDURE FOR SUBMITTING LAST PROPOSALS

It is desirable that the county initiate preliminary discussions with DSS program managers, your county Training Bureau consultant, or members of the County Advisory Committee to seek guidance that will help avoid time-consuming delays caused by potential program conflicts or budget revisions to initial proposals.

Counties have the choice of submitting a final proposal (see Attachment A); or a concept paper (see Attachment B).

LAST training proposals are to be submitted to the Department of Social Services, Training Bureau, 744 P Street, M.S. 7-173, Sacramento, California 95814.

Submit an original and five copies of the proposal including attachments.

Due date for submitting final proposals for review, evaluation, and approval in Fiscal Year 1981-82 is October 15, 1981.

LAST FUND: PROGRAM PRIORITIES
Fiscal Year 1981-82

The following program priority list was developed by Department of Social Services (DSS) program managers. It provides possible program areas for which DSS managers believe LAST Fund projects could be developed by counties. Its purpose is to provide you an idea list; LAST projects need not be limited to these suggestions.

Property Regulations Training Module

To supplement the requirements contained in AFDC regulations concerning property limitations, a training module could be developed that would deal with some of the more complex legal aspects relating to property holdings. This might include explanations on frequently-used terminology and descriptions of property rights commonly associated with program participants.

Eligibility Interviewing Techniques

A training module could be developed that would cover guidelines to be followed in conducting interviews with program applicants, and could focus on methods for obtaining accurate information from recipients, particularly in those areas where recipient-caused errors occur most frequently.

Caseload Management for Eligibility Workers

This training could be designed to improve the ability of eligibility workers to manage their caseloads more efficiently. It could include suggested procedures to be used in monitoring various deadlines and improving work habits.

Permanency Planning

Development of a training module which could provide permanency planning methods and techniques, including methods of planning and implementing permanency planning programs, casework methods, and methods of evaluating and modifying permanency planning activities.

Legal Guardianship in Out-of-Home Care for Children

A training program could be designed relating to the appropriate use of legal guardianship in OHC-C. The training could include legal issues and appropriate use of guardianship, provide an understanding of the methods of pursuing legal guardianship, limitations and constraints, and methods of effectively servicing guardianship cases.

Cultural Awareness Training for Social Workers Working with Minority Families

A cultural awareness program which focuses specifically on child protective service and foster care placement workers who work with minority families, particularly Latino families. The training program could contain methods to

help workers identify strengths within the different cultures that can be used to ameliorate problems of abuse or neglect of children; and provide workers' strategies for developing a helping relationship with parents, as well as helping workers deal with their own cultural chauvinism.

Adoption Referral Training

Development of a training program to include methods and processes of identification of children in foster care who should be referred for adoption planning. The program could take into consideration state requirements for periodic review of adoptability of children and coordination between adoption and foster care staff; determination of adoptability of the individual child; methods to review efforts made to achieve family reunification; procedures necessary in the termination of parental rights.

LOCAL AGENCY SPECIAL TRAINING (LAST) PROGRAM
FINAL PROPOSAL

The following guidelines describe minimum data to be included in a final LAST proposal. Counties may include other supportive data or information which will strengthen the proposal, such as any relevant statistical data, letters of endorsement from other counties or the state, etc.

Final proposals must be submitted to the DSS Training Bureau no later than October 15, 1981, to be funded in Fiscal Year 1981-82.

Upon acceptance of a LAST proposal, the county will be notified and the DSS Training Bureau will initiate the contract process. If the proposal is denied, the county will be provided an explanation of the reasons.

To expedite review of the proposal, the following format should be followed:

I. Cover Sheet

- A. Name of project.
- B. Name and address of organization(s) submitting the proposal.
- C. Contact person: name, title, address and telephone number. (This should be the person who has knowledge of the project.)
- D. The beginning and ending dates of the proposed program. (This must fall within the fiscal year in which approval is requested.)
- E. Total amount of LAST funds requested.
- F. The cover sheet must bear the signature of the welfare director(s) approving the proposal and committing resources for completion of the project.

II. Content

A. Needs

- 1. Describe the process used that identified this as a training need.
- 2. Describe the process used to determine the probable cause of the need.
- 3. Explain what must be done to address the training need and why.
- 4. Describe other approaches taken to resolve the problem which the training need reflects.

B. Objectives

1. Explain the proposed outcome of the project in measurable terms.
2. How does the project meet one or more of the following criteria:
 - a. Produce either a training design or training materials that can be used beyond the life of the project, by either the county welfare department or the DSS Training Bureau, preferably both.
 - b. Produce either a training design or training materials which can be used by other county welfare departments.
 - c. Provides skills and/or knowledge to trainees who will, in turn, transfer those skills and/or knowledge to other staff in a systematic, planned way.
 - d. Provides training skills development for county and state training staff.
 - e. The project will enable a county to experiment with ideas or techniques new to county welfare departments.
3. Provide a complete description of any training design or materials that will be produced and identify the potential users.

C. Methods

1. Provide a statement describing the overall approach taken to reach the project's objectives.
2. Outline activities needed to take place under the following project phases: planning, program start-up, implementation, evaluation. Include tentative target dates for completion of each activity as well as the percent of each county staff person's time required to complete each activity.
3. Identify (by classification) the population whose needs will be addressed by this project, their role in the project, and how they will be selected.
4. Include proposed plans for sharing final program results and data to potential users or other interested parties. If a continuing training program, explain how it will be integrated into the ongoing county training program without additional LAST funding.

D. Resources

1. Budget to include the following:
 - a. Consultant costs (where appropriate).

- b. Travel expenses (for consultant and/or county project staff).
 - c. Cost of materials and supplies (including duplicating costs, or rental of equipment necessary to the project).
 - d. Facility costs (where appropriate).
2. Explanation of budget items to include:
- a. How consultant cost was agreed upon.
 - b. Purpose and destination of travel expenses.
 - c. Justification of equipment, material, and facility costs.
3. County staff and private consultants/agencies:
- a. Provide qualifications of staff and consultants, including resumes.
 - b. Provide an organization chart of project staff positions and relationships.

In addition to the above, another resource to be considered is county staff time. County staff will spend time planning, developing, implementing, or evaluating LAST-funded training projects. Therefore, include as a resource, the estimated county staff time (by job classification) spent completing the various project phases outlined in paragraph C.2. above.

The exception to the foregoing would be reasonable and necessary travel and per diem for the LAST project director for purposes of 1) consultation with state program staff, or 2) consultation with an outside consultant/expert for the project. These costs may be included in the project budget.

E. Evaluation

- a. Explain how and what information will be collected for evaluation.
- b. Describe how the information will be analyzed.

Submit an original and five copies of the final LAST proposal to the State Department of Social Services, Training Bureau, 744 P Street, M.S. 7-173, Sacramento, California 95814.

LOCAL AGENCY SPECIAL TRAINING (LAST) PROGRAM
CONCEPT PAPER GUIDELINES

Counties who opt to submit a concept paper have the opportunity of "testing" ideas for potential training programs, without providing extensive details. There are no established due dates for submitting concept papers UNLESS the originator has established a desired completion date for the training program. Ideally, a concept paper should be submitted prior to the beginning of the fiscal year in which the program will be completed.

Concept papers will be reviewed and evaluated by DSS program managers, Training Bureau staff, as well as the LAST County Advisory Committee. Comments and recommendations from the foregoing will be reported back to the originator.

Concept papers should be brief, but concise. Sufficient information should be included, however, to provide a clear picture of the proposed training program.

Concept Paper Format

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|---------------|--|
| A. Cover Page | a) Title of project and projected completion date.
b) Sponsoring organization(s) name and address.
c) Contact person(s) (name, title, address and phone number). This person must be knowledgeable about the project.
d) Signature of county welfare director(s). |
| B. Needs | Describe briefly how the training need was identified and what other attempts have been made to address the need. Provide a concise, clear description of the specific training need being addressed by the project. |
| C. Results | Describe expected results of the project including end products (training design, materials, skills); and identify primary "recipients" of the training. Include statement relative to how the training could be transferable to other county welfare trainers and staff. |
| D. Methods | Briefly describe the methodology to be used, including a skeleton outline of how the objectives will be achieved. |
| E. Resources | Provide an estimated budget showing amount of LAST funds needed. Provide the estimated number of staff required and planned source of staff, e.g., internal county staff, outside consultants. |

Submit an original and five copies of the concept paper to the State Department of Social Services, Training Bureau, 744 P Street, M.S. 7-173, Sacramento, California 95814.